



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
8899 EAST 56TH STREET
INDIANAPOLIS, INDIANA 46249-5301



AHRC-EB

26 October 2005

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commandant, U.S. Army Recruiting and Retention School, Fort Jackson, SC 29207

SUBJECT: Career Management Field (CMF) 79 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 4 October 2005, subject: Memorandum of Instruction for the FY06 Master Sergeant Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 79 submits this Review and Analysis to assist you in executing your duties as proponent for MOS 79S within this CMF.
3. Competence assessment of Promotion Zone. The overall quality of the 79S records was excellent. The best-qualified NCOs clearly achieved and maintained high patterns of performance in the most challenging assignments in the current and previous grades. In addition to duty performance in high-risk positions, other important criteria used to determine promotion selection included a diverse assignment history, exceptional performance, exceeded course standards at military, NCOES and civilian educational levels, awards and honors, physical fitness and military bearing.

a. Performance and potential.

(1) Exceptional performance of duty in the most challenging assignments at the current grade was of primary importance to panel members during their deliberations. Noncommissioned Officer Evaluation Reports (NCOER) were the most heavily weighted documents used by the board members to select the best qualified noncommissioned officers for promotion. NCOs whose evaluations were well written with clearly justified excellence ratings and clearly articulated statements regarding future potential were important factors in determining selection for promotion.

(2) Noncommissioned Officers serving in the most high risk assignments with a variety of prior assignments were more favorably considered than those serving in the low risk positions. MOS 79S NCOs who have demonstrated excellence in their leadership responsibilities stood out from their contemporaries.

b. Utilization and assignments. NCOs who served in a variety of assignments at the current and previous grade were more competitive for promotion. NCOs who have successfully served in positions above their grade were more competitive for promotion, such as NCOs serving in brigade level positions.

c. Training and education. NCOs demonstrated strong commitment to the pursuit of civilian education. Many of the NCOs had a Bachelor degree, with a few who were pursuing graduate and post-graduate degrees. Eighty percent of the NCOs considered for promotion had a minimum two years of continuing education beyond the high school level. Performance in military courses was also deemed important to the selection process. NCOs who exceeded course standards, as annotated on NCOERs and DA Form 1059s (Service School Academic Evaluation Report), were considered favorably in this area. In addition to traditional military education courses there are multiple additional courses available to MOS 79S NCOs. NCOs who pursued and successfully completed courses of this nature were given additional consideration.

d. Physical Fitness. The over all physical fitness of NCOs was good. Many achieved and maintained APFT scores that exceeded the Army standards. Those that demonstrated a trend of physical fitness excellence, as annotated on NCOERs, received additional consideration in this area.

e. Overall career management. MOS 79S assignments were well managed, ensuring diversity and ample opportunity for upward mobility within their CMF. A diverse assignment history was more favorably considered than those having a diverse assignment history. Patterns of low risk assignments were less favorably considered.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. The 79R/79S do not appear compatible in so far as the leadership and supervisory responsibilities required of this grade.

b. Suitability of standards of grade and structure. The standards of grade and force structure are appropriate and compatible with the other CMFs on the panel.

c. Assignment and promotion opportunity. There are adequate opportunities to serve in the most challenging positions within the MOS and to attain subsequent promotion to MSG.

d. Overall health of CMF. Panel members assessed the health of the MOS as excellent. The panel review of MOS 79S records indicated a career field of highly motivated NCOs who clearly demonstrated their potential to serve at the MSG level.

5. Recommendations.

a. Competence. Command Career Counselors should continue to encourage NCOs to seek service in the most challenging MOS 79S positions. The manner of performance in these jobs is indicative of both competence and potential for greater responsibility.

b. CMF structure and career progression. The structure and career progression model of the CMF provides all soldiers with ample opportunity to seek out and serve in leadership positions.

c. Other.

(1) NCOERs.

(a) Excellence Ratings. While many rating officials did a good job of substantiating excellence ratings some did not. NCOERs with all "success" ratings, non-quantified bullet comments, yet ratings of "Among The Best" and "1" and "1" sent a confusing message to panel members. It remains critical that rating officials justify ratings correctly and clearly indicate promotion potential of the rated NCO.

(b) Senior Raters. A large portion of senior raters rendered "1" in performance and "1" in potential. It is possible that this portion of the NCOER has become inflated and may need to mirror the system used with the OERs. Additionally, bullet comments must be specific regarding the promotion potential. Comments such as "promote now" send a clear message regarding promotion potential. Be clear on the performance and potential.

(2) Leadership Opportunities. Command Career Counselors must strongly encourage 79S NCOs to seek out and volunteer for leadership opportunities and demanding assignments.

(3) OMPF/ERB Update. NCOs must review and update their records for completeness and accuracy, as file discrepancies send a confusing message. With the availability of OMPF Online, Commanders and Sergeants Major must continue to place an emphasis on reviewing and updating the OMPF. ERB comments in many cases provided much needed clarity for panel members reviewing the record and more importantly provide an avenue for the NCO to clarify discrepancies in the record.

(4) Photos. Photos should reflect current rank and be within five years. A majority of the photos were within these parameters but there were exceptions. It is imperative that NCOs update their official photo whenever there are any changes to the uniform (i.e., rank, service stripes, and awards) even if the photo is less than five years old. Exceptions were noted if the NCO was deployed or previous OPTEMPO was clearly prohibitive but these cases were few. Additionally, some NCOs had uniform

AHRC-EB

SUBJECT: Career Management Field (CMF) 79 Review and Analysis

violations such as some Class A jackets were too long or tight, and jacket sleeves were not the proper length.

6. CMF Proponent Packets.

a. Overall quality. The Proponent Packet contained useful information that assisted panel members to review and vote 79S records.

b. Recommended improvements. The Career Counselor Proponent Information Packet for MOS 79S showed a clearly defined picture of challenging and/or high risk duty positions for the panel members. Please ensure that your Staff Sergeants, and Sergeant First Class' understand the importance of serving in the toughest jobs, and doing well.



BARRY L. SWAIN
Colonel, AG
Panel Chief